

April 7, 1982

MEMORANDUM FOR: The Director of Central Intelligence

1. The Chairman of the National Intelligence Council, his Vice Chairman, and I have reached agreement on the role I should perform as a special assistant for warning. The purpose of this memorandum is to outline these functions for your approval.

2. In general, I will serve the Chairman and Vice Chairman as their "ombudsman" for warning and foresight. I will monitor all-source reporting, drafts of interagency papers, and finished intelligence from the warning perspective, challenging judgments on motives, calculations, and intentions and making suggestions for strengthening the warning dimensions of intelligence production.

3. I will concentrate on evaluating the accuracy and definition of assumptions and interpretations underlying warning judgments and, in cases of perceived deficiencies, offer alternative assessments and formulations designed to assist the Chairman and Vice Chairman in weighing these judgments. I will examine evidence from different and opposing perspectives, including unpopular or minority views in the Community, and on occasion act as a devil's advocate. I will give special attention to the possibility of deception and misinformation, particularly with respect to Soviet and Cuban intentions.

4. In the initial phase of a potential warning problem, I will prepare assessments for the Chairman and Vice Chairman that delineate possible lines of development or "alternative futures," judging, when possible, the implications for U.S. policy and interests of various scenarios.

5. Finally, I will assist in training analysts assigned to the warning mission in the theory and practice of warning intelligence.

6. I am ready to return to the Agency immediately on a virtually full-time basis. For the next few months, however, I would like to reserve a few hours a week to my research firm's contract [redacted] The long-term future of this contract remains uncertain, and it is quite possible that, after completing my current projects this summer, I shall be free to devote full time to my Agency duties. This element of uncertainty should be resolved by next September. In the meantime, I will be free to give full time to my Agency duties if required by events or at the request of the Chairman or Vice Chairman of the NIC.

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